

**EVALUATING COMMUNITY POLICING  
STRATEGY**

**A CASE STUDY OF KENYA POLICE**

**BY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL  
FULFILLMENT OF REQUIREMENTS FOR THE DEGREE  
OF MASTER OF BUSINESS ADMINISTRATION**

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## Declaration

This research proposal is my original work and has never been presented for a degree in any other university.

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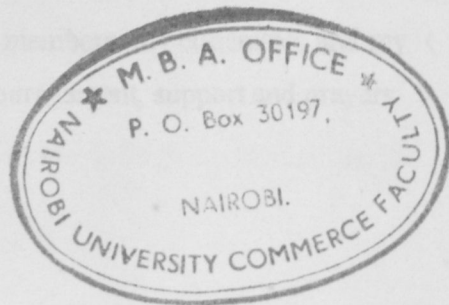
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## Acknowledgements

I would like to acknowledge the tremendous support that I have received from my supervisor Dr. Martin Ogutu for his guidance and tireless assistance during my research work and preparation of the project. I sincerely believe that without his patience, valuable suggestions and criticisms completion of this project would never have been a reality.

In addition my special thanks go to the Police officers who participated in this study, and in particular, the Commissioner of Police, Major General M. H. Ali, for allowing me to carry out the study in the police. I thank them all for their co-operation.

## Dedication

I dedicate this Project to my beloved family members, my classmates and my colleagues at the Kenya Police for their encouragement, support and prayers throughout my research work.

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I would also like to mention the librarians at the University of Nairobi main Campus and at Kabete Campus respectively for their support with the books and other reference material that was so critical as I did the literature review.

Above all I thank the Almighty God for taking me through my studies and the entire research work.

## Abstract

Community policing is important to both the local people and business people because it lets them know law and order is on their side all the time, not just when a serious or violent crime takes place. It reassures owners and managers that they can provide a safe work environment without having to take refuge in some distant office park. It allows businesses to cluster efficiently at a place where decision makers can get together on short notice or just by walking across the street. For this reason there must be good communication between the police, neighbourhood leaders and business owners. Beyond this communication, there must be conscientious efforts to act upon what is suspected to be the security threat in a particular area. Community policing is very important in not only assuring residents enough security in their area but also by making citizens responsible for bringing that security.

The purpose of this case study was to evaluate community policing strategy by the Kenya Police. The study sought to answer the question; how does the Kenya Police intend to implement the strategic plan for community policing in Kenya? It identified the key elements of the strategy plan for community policing and how the Kenya Police intends to implement it.

The study established that majority of the police officers supported the implementation plan for community policing. However various issues must be addressed for successful implementation of the strategy. Recommendations were made to both police management, the government and for future research.

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enforcement with its specific mandate defined in the Police Act (Chapter 34 of the Laws of Kenya) as:- maintenance of law and order, preservation of peace, protection of life and property, prevention and detection of crime, apprehension of offenders, and enforcement of all other laws and regulations with which it is charged.

However, due to various factors, the performance of the Kenya Police has over the years declined and as stated in the Government Economic Recovery Strategy for Wealth and Employment Creation (2003-2007) "in the past two decades the Kenya public security system has deteriorated to the point where the Government was unable to guarantee its citizens personal security, and that of their property". Rising and sophisticated crime, lack of sufficient resources, poor training and human resource management, and lack of support from the Government were identified as the key challenges that led the police to degenerate to this state. This was the main reason that led to the directive from the Government requiring the police to review its activities and develop a strategic plan to guide its activities for the next five years that takes cognizance of general resource limitations, the new crime trends, and the role and expectations of the public in crime detection and prevention.



# CHAPTER ONE

## INTRODUCTION

### 1.1 The Kenya Police

By surrendering their right of self protection to the Government, the public expects the Government to ensure that appropriate laws are legislated and institutions with the capacity to enforce those laws established to guarantee order and peaceful coexistence and enjoyment of their rights. It is on this basis that the Kenya Police was established under the Constitution of Kenya as the main institution for law enforcement with its specific mandate defined in the Police Act (Chapter 84 of the Laws of Kenya) as:- maintenance of law and order, preservation of peace, protection of life and property, prevention and detection of crime, apprehension of offenders, and enforcement of all other laws and regulations with which it is charged.

However, due to various factors, the performance of the Kenya Police has over the years declined and as stated in the Government Economic Recovery Strategy for Wealth and Employment Creation (2003-2007) “in the past two decades the Kenya public security system has deteriorated to the point where the Government was unable to guarantee its citizens personal security, and that of their property”. Rising and sophisticated crime, lack of sufficient resources, poor training and human resource management, and lack of support from the Government were identified as the key challenges that led the police to degenerate to this state. This was the main reason that led to the directive from the Government requiring the police to review its activities and develop a strategic plan to guide its activities for the next five years that takes cognizance of general resource limitations, the new crime trends, and the role and expectations of the public in crime detection and prevention.

The process of formulating a strategic plan for the Kenya Police was initiated with the In Kenya the concept of community policing has not gained much ground but was recognized in the 2004-2008 Police Strategic Plan as a key strategy to preventing and detecting crime. An initiative through the cooperation of organizations like Safer World (sponsored by Habitat), Security Research and Information Centre (SRIC) and Kenya Institute of Administration, has attempted to pilot community policing projects in Nairobi and Isiolo District. The experiences of this initiative have however not been documented for reference.

There is documentary evidence from official documents that meetings involving A thorough understanding of the foundation of the community policing strategy will help in carrying out effective implementation of community policing by the Kenya Police Force. This study will aim at finding out the basis of the strategic plan and how the Kenya Police intend to implement the community policing strategy in Kenya.

## **1.2 Strategic Planning Process in the Police Department**

Strategic planning and management is not limited to commercial organizations, or organizations whose main objective is to generate profits. Public Sector organizations also require to formulate strategies but as Finlay (2000) observes, these organizations downplay the competitive aspect of the profit seeking organizations and put greater emphasis on stakeholder relationships. Johnson and Scholes (2001) state that the notion of competition in public sector organizations arises only in respect of competition for resource inputs and what is more significant in strategy development is acceptability to stakeholders.

The process of formulating a strategic plan for the Kenya Police was initiated with the appointment of a strategic planning committee which was tasked with carrying out a countrywide baseline survey and to collect information from both the public and police officers regarding among other things; operational and legal processes, human resource, administrative framework, public perceptions of insecurity and social expectations; and so on. This committee's report formed the basis of the Kenya Police strategic plan.

There is documentary evidence from official documents that meetings involving senior police officers, Government officials and stakeholders external to the police force, participated in the formulation of the Kenya Police Strategic Plan. It is clear therefore, that a formal well planned process was used in the development of this strategic plan. Although not explicitly obvious, an attempt to carry out an analysis of both the internal and external environment was also made before the various strategies and associated action plans were developed. The strategic plan identifies community policing as one of the key strategies that the Police Force must implement in order to reverse the rising crime trends.

### **1.3 Community policing strategy**

Not all criminal activities are suitable for community policing. But the police will always be expected to play their role especially in serious firearms, drugs and violent crimes. For example, although community policing may through intelligence collection and exchange assist in weapon and drug recovery, confrontation and direct engagement with the criminals should be left to the police.

Trojanowicz R.C, (1988) notes that recent history of police is littered with numerous concepts which imply Police/Community relations in crime prevention and team policing. He also acknowledges that policing of the past had inadvertently left people out of policing and agreed that community policing provided a good option. He further notes that there is still much confusion concerning what the term community policing means or how it differs from foot patrol, problem oriented policing, and community cooperation with the police. In addition it is not clear how it fits into existing policing structures and hierarchy. Many writers in this area however agree that community policing presupposes the interaction with community members in a manner that is not typical with traditional policing tactics.

A report on the "*Presidents Commission on Criminal Justice in the U.S.A.*" observed that although the concept is gaining popularity, implementation of community policing could face several impediments. One of these impediments is the nature of police organizational structures which are universally characterized as rigid and centralized para militarized organizations. Secondly, the organizational culture within a police agency may not embrace values necessary to implant community policing strategies. This experience has been evident in U.S.A., U.K., Canada and Australia where the strategy of community policing been implemented alongside traditional policing practices.

Fitzgerald (1989) states that community policing emphasizes on problem solving at grassroots and this necessitates that police managers use their authority to empower their subordinates. The objective of this is to help patrol officers assigned to community policing actively and creatively resolve issues as they arise without the

usual bureaucratic reference to their superiors. He also notes that the responsibility of the senior officer shifts from operational control to coaching of their subordinates so that they are guided by reason based on consensus with the communities they serve, rather than by the book rules. Overall, community policing entails a change in police operation and co-operation between the police and community (Cordner, 1997; Zhao et al 1999). Community policing includes using innovative strategies to address the root causes of crime, such as disorder, which reflect the phenomena that tend to disrupt the peace and order of a community's life (incivilities). Fear of crime tends to increase when residents are exposed to incivilities (Wilson and Kelling, 1982; Skogan, 1990).

Most Kenyans today view police officers with suspicion and on the other hand the majority of police officers think that their role in crime prevention and enforcement of the law is misunderstood. The possibility of creating a working team composed of both the public and the police presumes that the apparent differences between the two sides have of necessity to be resolved if the implementation of community policing strategy will succeed. In addition, perceptions of insecurity are different to different people. To the rural peasants, issues of insecurity surround their livelihoods, that is, house breaking, theft in the shamba, local market places and petty criminal activities in the villages. For wealthy urban businessmen, it has to do with the safety of their property, economic sabotage and stage managed vicious gangsterism by competitors. To politicians, insecurity is perceived to come by virtue of their high profile positions in society, political competitors and rival vigilante groups. Indeed the various different strata of society have different perceptions of insecurity. Consequently the description of community policing needs cannot be universal, but will be different

because they will be based on those different social environments and the prevailing perceptions in them.

A review of the nature and trend of crime in the country between 2000 and 2003 (*see Table 1 below and appendix II*) indicates that there is sufficient justification for the Kenya Police Force to invest its resources in the implementation of community policing.

**Table 1.1: Crime Trends in Kenya from 2000 to 2003**

OFFENCE	2000	2001	2002	2003
Rape	1,675	1,987	2005	2308
Assault	13,035	12,611	12,689	13,401
Offences against the person	3,573	3,020	3,006	3,516
Robbery	8,923	9,180	8,804	8,711
House breaking	10,712	10,363	8,338	9,037
Offences against property	3,555	3,073	3,363	3,753
Robbery with violence	8,923	9,180	8,804	8,711

*Source: Kenya Police*

The need for a strategic plan for the Kenya Police was prompted by the forces in its environment, for whereas the organization was endowed with vast physical, human and financial resources, the level of crime continued to be a critical factor in the quality of the lives of the citizens. Consequently, the Government demanded that the organization must re-evaluate itself and justify the public resources committed to it against the changing demands and expectations of the public. It is in the (2004-2008) Police Strategic Plan that collaborative partnerships between the police and the citizens was identified as an effective way through which crime detection and prevention could be achieved. It is this background which formed the basis for community policing as a strategy for actualizing police community collaboration.

#### 1.4 Statement of the Problem

It is a fact that the Government has been experiencing difficulties in providing adequate resources to facilitate the police to carry out their mandate. On the other hand, increase in crime poverty and general economic decline in the country has been attributed to increase in crime, and general insecurity. In addition potential investors who are also key drivers of economic development to the country have cited insecurity as a factor that will always influence their investment decisions. Evidently, the Government is faced with the dilemma of resource allocation constraints on one hand and the need to resuscitate the economy and reduce poverty levels on the other.

Community policing as a strategy for crime detection and prevention will be beneficial in two ways. Firstly, due to its collaborative approach, implementation of a community policing strategy will consequently result in savings on some of the financial, physical and human resources currently committed to general policing especially on patrols and in criminal intelligence gathering. Resultant savings arising from the implementation of this strategy will be available for reallocation to other priority areas in the security sector particularly in areas which will impact positively to the economy. In addition the participatory nature of community policing, will make the public more informed of their obligations in maintaining law and order and improve their understanding of the operations of the Kenya Police.

Secondly, due to the rising insecurity countrywide, the implementation of community policing will not only improve the general security, but it will also institutionalize the

collaboration between the Government and the public in matters of crime management and law enforcement.

The specific objectives of this study will be:

While statistics from a variety of sources show that crime, especially violent crime, is down in some cities and towns, it is clear that most Kenyan feel far less safe today than perhaps at any other time in our history. One reason for this is that an alarming surge in violent crime among young people, punctuated by the unprecedented growth of gangs in our cities, towns and now in the suburbs. Recognizing these trends, the Police Force through the implementation of community policing, strategy aims at bringing the police closer to the neighborhoods they serve.

It is true that one cannot effectively fight crime from a desk at headquarters. Recent experience shows that you can make a difference if you meet and talk every day with the residents and business owners who know where their security problems lie and who might have some ideas on how to solve them. This approach is sound and practical and it should be appreciated by citizens who have witnessed how crime has grown in the city of Nairobi and indeed other parts of the country.

### **1.5 Research Question**

How does the Kenya Police intend to implement the strategic plan for community policing in Kenya?



## 1.6 Objectives of the study

The specific objectives of this study will be:-

To determine how the Kenya Police intends to implement the strategic plan for community policing.

The origin of the concept of strategy is said to be from the Greek word 'strategos', meaning to plan the destruction of one's enemies through effective use of resources' (Bracker, 1980). The concept was developed partly on the basis of war. This concept remained a military one until the nineteenth century when it began to be employed to the business world. Some scholars think however, that the time when the term began to be employed to the business is untraceable (Burns, 1986).

There is no single globally accepted definition of strategy. There are several definitions from different authors that capture the meaning of the concept. Ansoff (1988) states that strategy is creating a fit between the external characteristics and the internal conditions of an organization to solve a strategic problem. The strategic problem is the mismatch between the internal characteristics of an organization and its external environment. The matching which is achieved through development of organization's core capabilities that are correlated to the external environment will be enough to enable the exploitation of opportunities existing in the external environment and to minimize the impact of threats from the external environment. Strategy is therefore required in order for an organization to obtain viable match between its external environment and its internal capabilities. Organizations must also continuously and actively adapt the change to meet the demands of an ever-changing environment.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 The concept of strategy

The origin of the concept of strategy is said to be from the Greek word 'stratego', meaning to plan the destruction of one's enemies through effective use of resources' (Bracker, 1980). The concept was developed purely on the basis of war. This concept remained a military one until the nineteenth century when it began to be employed to the business world. Some scholars think however, that the time when the term began to be employed to the business is untraceable (Burnes, 1996).

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Porter (1996) asserts that strategy is creating a fit among company's activities. The success of a strategy depends on doing many things well — not just a few- and integrating them. The organization's activities include its effective interaction with the environment in that these activities are geared towards serving external environment.

The underlying issue of this definition is that the main thrust of strategy is to

“In his five P's model, Mintzberg (Mintzberg and Quinn 1991) defined strategy as a plan, a ploy, a pattern, a position, and a perspective. A plan could be defined as a consciously defined course of action or a guideline to deal with a situation. A ploy would mean a specific manouvre intended to outwit an opponent or a competitor. While a plan and a ploy may be in reference to intended strategies, a pattern is a stream of actions or a consistency in behaviour over time. Strategy as a position looks outside an organization seeking to locate the organization in its environment, whereas strategy as a perspective looks inside the organization in reference to the way an organization perceives the world.

Ansoff (1965) defines strategy as the product market scope of an organization. This refers to a decision of what to produce in which market. If the environment is stable, an organization can operate without changing its product-market focus. However, if the environment changes, this would require changes in the organization's product-market focus, that is, its strategy. Product-market focus relates to conditions of the external environment, which has to be incorporated into strategy. If the products the company is producing or the markets its serving is not a reflection of the demands of the external environment, then the company's efforts are futile.

Peace and Robinson (1997) define strategy as large-scale, future oriented plans for interacting with the competitive environment to achieve company objectives. It is the company's game plan. While it does not detail all future development of resources, it provides the framework for managerial decisions. A strategy reflects a company's awareness of how, where and when it should compete and for what purposes it should compete. The underlying issue of this definition is that the main thrust of strategy is to achieve long-term sustainable advantage over the other competitors of the organization in every business in which it participates. It recognizes that competitive advantage results from a thorough understanding of the external forces that impact on the organization.

One of the key elements of strategic planning is the development of a vision and mission. It is in the vision that the strategic intent of the organizations future is described. On the other hand the mission statement declares of the broad direction or the road map that the organization wishes to follow, how it will relate with its environment, and allocate resources. If vision and mission do not exist, it will be essential to develop them, but where they already exist, frequent environmental changes make it inevitable to review them regularly.

Johnson and Scholes (1999) define strategy as the direction and scope of an organization over the long term: which achieves advantage for the organization through its configuration of resources within changing environment to meet the needs of the market and fulfill stakeholders' expectations. The organizational environment is always changing and for an organization to enhance its competitive advantage, it must reconfigure its resources to match the changes. The changes could be mild or

turbulent but they must be matched accordingly by appropriate strategy. Failure to do this will result, in market needs not being met by the organization activities and resources.

Consequently, the organization must not only configure its resources to meet those Strategic management can also be viewed as being concerned with more about what the organization is aiming to do and the balance between carrying out present activities and preparing for different future ones. It can therefore be concluded that strategic planning and management is about responsibility for the overall direction of the organization. It is also true that strategic management is not exclusive responsibility of the top management, or the strategic planning department of the organization. As Burnes (2000) observes, implementation of strategies more often than not brings with it, the need for change and experience has shown that implementation of change is far easier to carry out successfully if those responsible for the implementation or those affected by it have contributed to the process that has led to the change; hence the need to make it an all inclusive process. In addition, it is a fact that where strategy formulation is a bottom up process, each sub unit within the organization initiates much of its own strategy, and this contribution is consolidated with other sub unit strategies to form the organizational strategy.

In practical activity. In practice however, there is a significant difference between Since resources are scarce, managers must decide which alternative strategies will benefit the firm most. For any organization to succeed it will be necessary for top management, middle managers and frontline employees to work as a team to achieve the organization's goals and objectives. From the above discussions, one notes how inter-related organizations and their external environments are. It is the external environment that the organization's outputs are discharged and where inputs come

from. One can also note that the organization must discharge those outputs that meet the needs of the external environment. A key feature of this external environment is that it is always changing, sometimes more turbulently than other times. Consequently, the organization must not only configure its resources to meet those needs but must also develop foresight, flexibility and speed that will facilitate response to these changes in a timely manner

## **2.2 Strategy formulation.**

Strategy formulation in any organization consists of looking toward the future, providing direction to the organization in terms of businesses which it chooses to engage in and setting appropriate goals and objectives. In addition, in order to establish organizational goals and objectives it is necessary to consider the ultimate reason for the organization's existence. Once the goals and objectives are identified, and strategies for achieving them set, the organization must then provide the best environment for achieving them through an implementation programme. Mintzberg (1991) however observes that full strategy is "scarcely written down in one place but the process may be fragmented, evolutionary and largely intuitive."

Strategy formulation is sometimes depicted as a rational, deliberately planned, intentional activity. In practice however, there is a significant difference between intended and realized strategies. Sometimes part of an intended strategy may not occur because all the intentions may not have been clear or well articulated. On the other hand part the intended strategy may fail because of the inability to execute the desired strategy. In addition intended strategies may be modified to fit changed environmental and internal conditions (Mintzberg 1985) Strategies may also emerge

over time as organizations exploit unforeseen opportunities or changing circumstances.

Within the organization, a host of behavioural, social and political factors influence the strategy formulation process. Instead of being a comprehensive, planned and rational, the process could sometimes be disjointed and incremental, hence the concept of logical incrementalism. Logical incrementalism acknowledges that organizational goals are complex, changing and unclear. It involves the careful blending of a formal analysis, behavioural techniques and organizational politics.

Strategy formulation occurs at corporate, business unit and functional levels. The content of different strategies however varies at each level. Corporate level strategies determine the business domain of the organization.

Environmental scanning is also important in strategy formulation. It involves an evaluation of both internal and external environment of the organization. An environmental scan enables an organization to identify the key variables and factors that must be taken into account in the process of strategy formulation and implementation. In addition, it will also involve a stakeholder analysis, in view of the role stakeholders play in determining the failure or success of any strategy. Ultimately, an environmental scan will enable the organization match its capabilities and its resources with the environment.

## 2.3 Strategy Implementation.

An organization will also be expected to carry out a strategic analysis and make choices of strategies that will best achieve an organization's long term objectives. Strategy analysis enables an organization evaluate the various strategic options that may be available to it and determine which ones will be most effective in achieving its objectives. In addition, it will also enable the organization determine organizational changes that are necessary to facilitate implementation of those strategies.

Strategic planning is of no use to the organization if strategies chosen cannot be implemented. In addition, strategic decisions often lead to organizational changes, hence as Johnson and Scholes (1999) note, it is important to determine what changes are required, how they will be managed and the strategic architecture which needs to be established in order to ensure success. The need to review the relationship between the corporate head and the implementing units is therefore necessary and decisions on centralization or devolution become essential.

Two main types of change are recognized, viz incremental change which takes place without affecting the underlying organizational structure; and transformational change which involves changing one or more assumptions in the organizational paradigm and indeed the values of the organization. Noble (1999) views strategy implementation as communication, interpretation, adoption and enactment of strategic plans. He distinguishes between structural and interpersonal process views on strategy implementation. The structural perspective focuses on formal organizational structure and control mechanisms. On the other hand, interpersonal processes focuses on issues



like strategic consensus, strategic behaviours and perspectives, leadership and implementation styles, communication and other interaction processes.

Successful strategy development does not guarantee successful implementation of the selected strategy. To ensure effective Strategy implementation, some of the following management issues require to be addressed: establishment of appropriate organizational objectives, existence of appropriate supporting policies, allocation of sufficient resources and management of conflict and resistance to change. In addition, it is clear that Strategy implementation is inseparable from effective leadership and communication within an organization. *Jocumsen (1998)* further states that a strategy may fail in practice if the design of the organization context is inappropriate for effective implementation and control of the strategy. In addition, an organization's strategy must be compatible with the internal structure of the business and its policies, procedures and resources.

Strategy implementation is more likely to be effective with a participative style of managerial behaviour. If members of staff are kept informed of change proposals, they will be encouraged to adopt a positive attitude and have personal involvement in the implementation of the change and hence there will be a greater likelihood of their acceptance of the change (*Dumphy and Stace 1988*). *Mintzerberg 1989* claims that an understanding of the context of an organization and the forces it is experiencing can lead to a greatly improved chance in management. Management of strategic change is regarded as the core process in strategy implementation which is the "how" of translating strategy into action.

*Jonhson and Scholes (1997)* view strategic management as a set of logical processes involving resource planning, organizational structure and design, and managing change. They further state that the logic of implementation is designing structures with resources required which will carry through the strategy, and using them as mechanisms for managing strategy change. Organizations go through transitions and transformations that require different methods of approach depending on their stage of development. Lewins Three Step Model has been widely used to describe approach to strategic change. This model identifies a three phase process of behaviour modification: “unfreezing, movement and refreezing”. That is, once strategic change has been implemented and is successful, the new situation needs to be refrozen so that it can be sustained overtime. But strategic change is more often than not resisted both at individual and at organizational level. Individuals resistance to change resides in basic human characteristics such as perceptions, personalities, needs, habit, security, fear, economic factors and so on (Mullins 1996).

Management issues to strategy implementation include establishing annual objectives, devising policies, allocating issues, altering an existing organization structure, restructuring and re-engineering, revising reward and incentives plans, minimizing resistance to change, matching managers with strategy, developing a strategy supportive culture, developing an effective human resource function, and if necessary, downsizing (David, 2003).

According to Aosa (1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. However, poor implementation of an appropriate strategy may cause that strategy to

fail (Kiruthi, 2001). An excellent implementation plan, will not only cause the success of an appropriate strategy, but can also rescue an inappropriate strategy (Hunger & Wheelen, 1994). Strategy implementation is therefore crucial to effective strategic management (McCarthy et al, 1996).

## **2.4 Why Strategy Implementation Fail**

The implementation process of a strategy typically impacts every part of the organization structure, from the biggest organizational unit to the smallest frontline work group (Thomson & Strickland, 1998). They point that every manager has to think through the question “what has to be done in my area to implement our part of strategic plan and what should I do to get these things accomplished?” All managers become strategic implementers in their areas of authority and responsibility and all employees must be involved.

Alexander (1985) identifies inadequate planning and communication as two major obstacles to successful implementation of strategies. Thomson & Strickland (1998) states that strategy implementation challenge is to create a series of tight fits between strategy and the organization’s competences, capabilities and structure; between strategy and budgetary allocation; between strategy and policy; between strategy and internal support system; between strategy and the reward structure and; between strategy and the corporate culture. However, the problems of strategy implementation relate to situations or processes that are unique to a particular organization even though some problems are common to all organizations. The key decision makers should therefore pay regular attention to the implementation process in order to focus attention on any difficulties and on how to address them. It is also important to consider other factors that may impact on strategy implementation.

One of these factors is the organizational structure influences the types of strategy used by an organization. An organization structure simply means the formal framework by which jobs tasks are divided, grouped, and coordinated (Robbins & Coulter, 2002). The structure of an organization helps people pull together in their activities that promote effective strategy implementation. The structure of the organization should be compatible with the chosen strategy and if there is incongruence, adjustments will be necessary either for the structure or the strategy itself (Koske, 2003).

Organizational culture may also influence strategy implementation. Organization's culture refers to the set of important assumptions (often unstated) that members of an organization share in common (Pearce & Ronson, 2002). Robbins & Coulter (2002) on the other hand defines culture as a system of shared meaning and beliefs held by organizational members that determines, in large degree on how they act.

An organization culture provides the social context in which an organization performs its work. It guides the organization's members in decision making, determining how time and energy are invested, in deciding which options are looked on favourable from the start and which types of people are selected to work for the organization, and in particular everything else that is done in the organization (Goodstein, et al, 1992). Culture affects not only the way managers behave within the organization but also the decisions they make about the organization's relationships with its environment and its strategy (McCarthy et al, 1996). According to Thomson & Strickland (1989), it is the strategy implementer's tasks to bring the corporate culture into alignment with the strategy and keep it there once a strategy is chosen. Culture can either be strength or a

weakness. As strength, culture can facilitate communication, decision making, and control, and can create co-operation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change (Pearce & Robison, 1989). Aosa (1992) stated that it is important that the culture of an organization to compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and demotivation which in turn can frustrate the strategy implementation effort. However, when culture influences the actions of the employees to support current strategy implementation is strengthened.

*In order to control and track implementation, a monitoring and evaluation mechanism*

Resources are also a key factor in strategy implementation. Organizations have at least four types of resources that can be used to achieve desired objectives namely: financial resources, physical resources, human resources, and technology resources (David, 2003). Once a strategic option has been settled upon (in the strategic selection stage), management attention turns to evaluating the resource implications of the strategy (Campbell et al, 2002). The operating level must have the resources needed to carry out each part of the strategic plan (Harvey 1998). It should therefore be to implement strategies with the resources available and it is not possible to implement a strategy which requires more resources than can be made available.

*of the police on patrol as deterrence, social changes in the recent past have made*

Leadership is needed for effective implementation of strategy, as this will ensure that the organization effort is united and directed towards achievement of its goals (Pearce & Robbinson, 1998). According to Koske (2003), leadership is considered to be one of the most important elements affecting organizational performance. The leadership of the organization should be at the forefront in providing vision, initiative,

motivation and inspiration. The management should cultivate team spirit and act as catalyst in the whole strategy implementation process. As much as possible, the leadership of the organization should fill relevant positions with qualified people committed to the change efforts (Bryson, 1995).

However, not many organizations implement their strategies successfully. Strategies implemented are met with challenges which results to causes of failure and hence do not experience the outcomes and benefits intended.

In order to control and track implementation, a monitoring and evaluation mechanism is necessary in order to feed back the organization on progress. This is because the turbulence in the environment may render a particular strategy or set of strategies ineffective in achieving organizational objectives; hence necessitate the need to continuously review strategy. In addition, the organization must continue to systematically monitor its resource capabilities against changes in the environment in order to reconfigure them in response to those changes.

## **2.5 Past studies in the area of Community Policing**

Ladd D, (2003) notes that while traditional policing relies heavily on visible presence of the police on patrol as deterrence, social changes in the recent past have made traditional policing methods ineffective in addressing ever changing social needs. In addition low budgets allocated to police organizations have prompted law enforcement administrators to seek out more creative solutions for providing security services to the community. He also observes that most studies in criminal behaviour focus on social factors as the cause of crime. In community policing the police are

expected to work with the community in identifying problems and employing strategies and enforcement of specific efforts that will reduce both crime and fear of crime in the community. In addition, implementation of a community policing programme also involves fundamental changes in the structure of policing organizations and administrative styles that will harmonize community policing programmes with other policing activities.

Williams E. J., (April 1996) carried a research study on enforcing social responsibility and the Expanding Domain of the Police. He found out that community policing has become increasingly popular because of the changes in incidence and distribution of street crime and disorder, as well as the accompanying need to expand the domain of community police agencies to include the enforcement of social responsibility. The study also focused on the sources of the rapidly increasing social chaos and describes the development of community policing strategies by urban policing organizations. This study was based in the Portland, Oregon, Police Bureau.

Elaine W. and Marsha W (April 1996) carried a study on revising Federal Sentencing Policy. The study compared the criteria for imposing federal sentences of imprisonment adapted in 1992 by the National Council on Crime and Delinquency (NCCD) to the United States Sentencing Commission's data for 1992 and 1993 for sentences imposed under the federal sentencing guidelines. The comparison provided evidence that a number of offenders might be considered for alternative sentences if the guidelines were reformed to conform more closely to NCCD policy statements. He partially considered community policing, but it didn't have a great effect due to its poorly established nature

Rosenbaum (1994) in his study noted that community policing presents a recent change in policing that attempts to reprioritize police functions. He observed that community policing “rearranges priorities among functions and adds new ones”. Community policing focuses on the root causes of crime and social disorder because disorder leads to serious crimes if it is not controlled.

Wilson and Kelling, 1982, noted that order maintenance and provision of services functions become important police functions under the community policing movement. They also note that fear of crime could be central in community policing with the expanded role of police.

In a study in Maryland, U.S.A., the National Academy of Sciences (2000) reported that most crime prevention strategies do not target underlying communities' characteristics that contribute to crime. The study concludes that local transportation and housing policies have contributed to causes of serious crimes. The report however fails to reveal any effective community based crime prevention strategies.

Although the Kenyan Police derives most of its authority from the Police Act (Chapter 84 of the Laws of Kenya), day to day activities are regulated and guided by an operational code referred to as Force Standing Orders.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 The Case Study

The case study will look into the process of strategic planning and implementation in the Kenyan Police. The Kenyan Police is endowed with vast resources in terms of the human, physical, financial and legal resources allocated to it to facilitate crime prevention and detection, and enforcement of law and order. It has both a management structure at the corporate level and also a command structure that is characteristic in all disciplined force organizations. The management structure compares with business units in commercial organizations and constitutes of the various operational functions which are headed by a staff officer at the headquarters.. For example it has the following functional units; operations, personnel, training, planning, research and specialized units among others (*a full detailed structure is attached as appendix III*). On the other hand, the command structure defines the order of ranks and authority at every level from the commissioner of police, provincial and formation commands, division, station, post and patrol base in that order. The command structure also designates the appropriate rank at each level.

Although the Kenyan Police derives most of its authority from the Police Act (Chapter 84 of the Laws of Kenya), day to day activities are regulated and guided by an operational code referred to as Force Standing Orders.

It can be seen that the organization is of a unique nature, as no other organization is similar in terms of structure, mandate and resources. Studying the Police Force as a case in formulating and implementation of community policing strategy is unique and has no representation in or comparable to any other organization in Kenya.

Traditionally, the Kenyan Police has considered itself as a monopolist in the management of security in the country. But one of the basic tenets of community policing is mutuality and collaboration. In addition the concept of community policing is new in Kenya and it will be useful to find out how viable the implementation of this strategy will be especially because of the conservative nature of the Kenya Police in its operations and the rigidity of its organizational structure.

### **3.2 Data collection**

Secondary and primary data will be required in this study. The main sources of secondary data will be the strategic plan, in house journals, reports generated from Police Headquarters and at police stations, newspaper reports and other sources. The purpose of secondary data will be to evaluate the justification upon which community policing as a strategy for crime prevention and detection is founded. This is because the suitability of a crime detection and prevention strategy is dependent upon the nature of crimes and the environment in which those crimes are committed. Secondary data will also enable the researcher to disclose crime trends and associated environments, weaknesses in the current strategies and hence the suitability of community policing.

Table: 3.0: Sampling Frame

Organization	Total No.	No. to be interviewed
Primary data will also be collected. It will be used to corroborate secondary data and to evaluate the process of strategy formulation used and also establish whether there is sufficient justification for the police to invest in the implementation of community policing as a strategy for crime detection and prevention. And enforcement of the law.		
Primary data collection will in addition be looking into the basic infrastructure, training, operational capacity, attitudes of the officers, financial implications and organizational changes necessary to facilitate the implementation of the strategy. The officers to be targeted will include the officer in-charge of police reforms, officers in-charge of operations, finance, coordination of community policing projects, public relations, training, management of police divisions, stations and posts, and patrol men and women.		
The officer in-charge of reforms will provide clarity of the vision and mission of the organization and how they relate to his expectations of the implementation of the community policing strategy at both the functional and operational levels of the Kenya Police. Other officers will give information on their understanding of this strategy and the roles they will be playing during implementation. Collection of primary data will be done through questionnaires and interviews. Questionnaires will be both open ended and close ended ( <i>see appendix 1</i> ) and will be mailed to officers through the internal communication network. The officers to be interviewed for various positions will be selected on the basis of disproportionate stratified sampling as follows:-		

**Table: 3.0: Sampling Frame**

<b>Designation</b>	<b>Total No.</b>	<b>No. to be interviewed</b>
Deputy Commissioners of Police	18	2
Senior Assistant Commissioner of Police	44	3
Assistant Commissioner of Police	58	3
Senior Superintendent of Police	308	2
Superintendent of Police	390	5
Chief Inspectors of Police	578	18
Inspectors of Police	1222	24
Sergeants	866	10
Corporals	2603	23
Constables	32134	25
<b>TOTAL</b>	<b>38,221</b>	<b>115</b>

### **3.3 Data analysis**

All the respondents chosen are police officers of various ranks and will be involved in strategy implementation at various stages. The first part of the questionnaire will provide personal information on the respondents. Data collected from this part will give an indication of the possible role that he/she will be playing in strategy implementation. It will also enable the researcher determine from a general point of view the impression the police officers have of their organization and its capacity to formulate and implement programmes.

In the second part, the questions are designed to test the quality of the police strategic plan. This is done by posing questions relating to participation, their understanding of it and their attitudes towards the recommended strategies.

The final part of the questionnaire e from the respondents whether the organization in its totality is ready for the implementation of this strategy. It will particularly look at the various inputs that will be required during implementation and the weight the respondents give them in relation to the success or failure of this strategy.

In this chapter, primary data gathered from the Police Officers of various ranks has been summarized, analyzed and presented by way of percentages, mean and charts. Data collected will be analyzed through the use of descriptive statistics including frequency distribution, tables, percentages and measures of central tendency including mean, mode and medium. Statistical techniques, particularly measures of variations such as standard deviation, regression, correlation and chi square analysis will also be used in establishing relationships among variables. Computer packages like SPSS and Excel will also be used to analyze data and present it in the form of charts, graphs and tables.

#### 4.2 Sample Demographics and Behavioral Patterns

Top three police ranks, Deputy Commissioners of Police, Senior Assistant Commissioners of Police, and Assistant commissioners of Police declined to respond to the questionnaire or identify their ranks. This means that the analysis will not disclose explicitly the views of the top leadership in the police force. The other characteristics of the samples obtained from the Police force are summarized in the Tables 4-1 and 4-2.

## CHAPTER FOUR

Table 4.1: Proportion of respondents by Police Force Rank

### DATA ANALYSIS AND FINDINGS

#### 4.1 Introduction

In this chapter, primary data gathered from the Police Officers of various ranks has been summarised, analyzed and presented by way of percentages, mean and charts. The analysis of data was done along the research objectives. Data is analysed to get the impression police officers have of their organization and its institutional capacity to formulate and implement programmes; to test the quality of the strategic plan; and to find out whether the organization in its totality is ready for the implementation of this strategy.

A sample of 25 constables, 7 Sergeants 23 corporals, 18 Chief Inspectors, 3 Senior Sergeants, 24 Inspectors, 5 Superintendent, 2 Senior Superintendents, was obtained. 4 did not indicate their ranks. A total of 115 questionnaires were administered but 111 were received which represents 96.5% of the targeted respondents.

#### 4.2 Sample Demographics and Behavioral Patterns

Top three police ranks; Deputy Commissioners of Police, Senior Assistant Commissioners of Police, and Assistant commissioners of Police declined to respond to the questionnaire/or identify their ranks. This means that the analysis will not disclose explicitly the views of the top leadership in the police force. The other characteristics of the samples obtained from the Police force are summarized in the Tables 4-1 and 4-2

	12	28.5 %
Above 15 Years	71	64.0 %
Total	111	100 %

As shown by the charts of the police officers in terms of years of service, the highest numbers of respondents have worked in the police force for more than 15 years, this makes the analysis more significant because they have been in the force longer and have more insight and experiences on the working of the force. The lowest have

**Table 4.1: Proportion of respondents by Police Force Rank**

Ranks	Percentage
Chief Inspectors	16.2%
Inspectors	21.6%
Senior Superintendents	1.9%
Superintendents	4.5%
Senior Sergeants	2.7%
Sergeants	6.3%
Constables	22.5%
Corporals	20.7%
Did not indicate Ranks	3.6%
<b>Total</b>	<b>100%</b>

The highest numbers of respondents were constables and the lowest were the senior superintendents.

**Table 4.2: Proportion of Respondents by Years of Service in the Police Force**

Years of Service	Total No.	Percentage
Less than 1 Year	0	0 %
1 – 4 Years	3	2.7 %
5 – 9 Years	5	4.5%
10 – 15 Years	32	28.8 %
Above 15 Years	71	64.0 %
<b>Total</b>	<b>111</b>	<b>100 %</b>

As shown by the clusters of the police officers in terms of years of service, the highest numbers of respondents have worked in the police force for more than 15 years, this makes the analysis more significant because they have been in the force longer and have more insight and experiences on the working of the force. The lowest have

worked for between 1 to 4 years. There is no respondent who has worked for less than 1 year.

### 4.3 Impression of the police officers on their organization

#### 4.3.1 Level of Job Satisfaction

Ordinarily, an organization delivering services to the public has to take into consideration certain attributes to enhance effective delivery. In addition members of the organization must also be satisfied with their working conditions in order to perform their duties effectively. Table 4-3 gives a mean rating on level of job satisfaction of police officers. The satisfaction classified according to three main levels: Very satisfied, Moderately Satisfied, and Very dissatisfied.

Table 4.3: The level of satisfaction of the police force on their jobs

Level	Total	Percentage
(a) Very Satisfied	58	52.3%
(b) Moderately Satisfied	49	44.1%
(c) Very Dissatisfied	2	1.8 %
(d) Did not Indicate	2	1.8 %
<b>Totals</b>	<b>111</b>	<b>100 %</b>

From the analysis on Table 3;

- (a) Out of the total number of respondents, 52.3% of the police officers are very satisfied with their jobs. Most of them gave the following reasons for their satisfaction:
- i. It is a source of income, this reason was mostly from the corporals
  - ii. Good pay, proper method of promotion and support from the government. This was mainly from inspectors and those of higher ranks
  - iii. It is their career and they have gained a lot of experience so far



(b) 1.8 % of the police officers were very dissatisfied with their job. They also share reasons with the 49% who were moderately satisfied. These are some of the reasons they gave:

- i. No clear promotion procedures which has led to nepotism in promotion
- ii. Poor and Inadequate housing
- iii. Poor treatment of officers in terms of transfers
- iv. Poor transport and communication facilities
- v. The risks they incur in their line of duty is not catered for
- vi. Police reforms is not observed
- vii. Lack of motivation from the government

### 4.3.2 Police officers who have become victims of crime

From the responses a total of 41 (36.9%) officers had been victims of crime and 69 (62.2%) have not. This shows that a higher percentage of officers do not know what it means to be a victim of crime.

### 4.3.3 Cause of Performance Decline

A total of 64 police officers (57.7%) agreed to the fact that there has been a decline in performance of the police force in the past 10 years. And all the officers (100%) are for the opinion that the work of the police needs to be improved. There are certain factors that contribute to the decline in police performance. The officers were asked to indicate in order of importance of sampled factors. The order was 1 – 5 with 1 being the most important and 5 the least. Table 4-4 shows a mean rating of the factors.

### 4.3.4 Preferred Deployment

The officers were then asked which section/unit they would like to be deployed. The following table summarized their responses.

**Table 4.4: Factors that cause decline in performance**

Factors	Mean Rating	Standard Deviation
1. Lack of motivation and poor remuneration	3.63	1.70
2. Sophistication of crime and lack of equipment	3.82	1.36
3. Lack of support from superiors	4.24	1.20
4. Lack of community support in fight against crime	3.66	1.67
5. Rigid operational procedures and process	4.25	1.07

From the ratings on Table 4-4; Lack of motivation and poor remuneration had the highest standard deviation and was seen as the most important cause of the decline in performance of the police force. Lack of community support in fight against crime ranks second, Sophistication of crime and lack of equipment ranks third lack of support from superiors' ranks fourth rigid operational procedures ranks fifth.

Sophistication of crime and lack of equipment had a lower standard deviation compared to lack of motivation and poor remuneration and Lack of community support in fight against crime ranks despite having a slightly lower standard deviation.

#### 4.3.5 Difficulties Encountered in work environment

From the standard deviations on Table 4-4; Lack of modern equipment to deal with sophistication of crime was a key issue in the decline of police performance and therefore it should be looked at. Community support was also mentioned as a major contributor to the decline in police performance. This may well justify the introduction of community policing.

#### 4.3.4 Preferred Deployment

The officers were then asked which section/unit they would like to be deployed. The following table summarized their responses;

**Table 4.5: Police Preferred area of Deployment**

Section / Unit	Total No	Percentage
Any	12	10.8%
General Duties	19	17.1%
C. I. D	15	13.5%
Government Sector	1	0.9%
Police College	5	4.5%
Traffic	9	8.1%
Operation area	1	0.9%
Anti – Terrorism	2	1.8%
Central bank	1	0.9%
G. S. U	2	1.8%
Satisfied with their current station / did not respond	44	39.7%
<b>Total</b>	<b>111</b>	<b>100%</b>

From Table 4-5 It appears that most officers were satisfied with their current stations of deployment

#### 4.3.5 Difficulties Encountered in work environment

The respondents were asked whether they encountered problems in the course of their work and the problems they encountered. 75.7% members of the police interviewed encountered problems in the course of their work. The problems most encountered were;

- i. Lack of modern equipment
- ii. Lack of materials for first aid
- iii. Poor housing
- iv. Lack of adequate transport and communication devices
- v. Inadequate personnel in relation to the public
- vi. No motivation
- vii. Being sent on assignment without enough information and equipment
- viii. Harassment by senior officers

### 4.3.6 The Role of the public in crime management

The police officers were then asked whether it was necessary to involve members of the public in crime detection. There was a 100% agreement that involvement of the members of the public in crime detection and prevention would help combat crime in the country. This is because the public live with the criminals; were related to them; knew their hideouts and were well placed to inform the police. The officers also indicated that involvement of the members of public would create trust between the police and the public. However, three (2.7%) respondents felt that this may also lead to unscrupulous people giving unconfirmed reports for monetary gains or malicious intentions.

## 4.4 Quality of the Strategic Plan

The respondents were given a chance to evaluate the quality, consensus and feasibility of the strategic plan. This was done by posing questions related to their participation, their understanding and their attitudes towards the recommended strategies.

### 4.4.1 Participation of the police in formulation of the strategic plan

Out of all the police officers interviewed, 54% of the respondents indicated their participation in the formulation of the police strategic plan, 45% did not participate and 1% did not answer the question. Those who participated were asked what they think of it. The response was in four categories; too ambitious; generally good; not so good; and not good at all as summarized in Table 4-6

**Table 4.6: Police view on the strategic plan**

Response	Total No.	Percentage
It is too ambitious	5	8.3%
It is generally good	54	90%
It is not so good	0	0%
It is not good at all	1	1.7%
<b>Totals</b>	<b>60</b>	<b>100%</b>

Table 4-6 shows that those who participated in the formulation of the Police strategic plan were satisfied with it as 90% of respondents viewed it as generally good and 1.7% viewed it as not good at all.

The officers who did not participate in the formulation of the Strategic plan were asked to give reasons of their lack of participation. The following reasons were given:

- They were not given a chance or not consulted 32%
- They were not involved in decision making since only their seniors were invited 22%
- The plan has not reached their level or station 24%
- 22% did not give reasons

Those respondents who participated in the formulation of the Police Strategic Plan were further asked to indicate their level of participation in the strategic plan development. This was done by dividing the planning process into different levels. The results are shown in Table 4-7

**Table 4.7: Level of Participation in the Strategic Planning Process**

Factors	Very Large Extent	Large Extent	Moderate Extent	Less Extent	Least of Extent
Idea Generation	32.4%	6.8%	37.8%	1.4%	21.6%
Environmental Scan	8.1%	14.9%	20.3%	25.7%	31.1%
Strategy formulation	10.8%	13.5%	20.3%	17.6%	37.8%
Strategy Implementation	17.6%	13.5%	13.5%	14.9%	40.5%
Planning					
Monitoring and Evaluation	17.6%	28.4%	6.8%	13.5%	33.8%
Planning					

From Table 4-7 most officers participated largely in the generation of ideas but were least involved in strategy formulation, Implementation, monitoring and evaluation planning.

The respondents were then asked to list some of the issues in the strategic plan which they do not agree with. The following issues were highlighted:

- Provision of modern equipment (37%)
- Increase of salaries and other allowances
- Housing problems
- The Plan needs to be done at all levels

#### 4.4.2 An understanding of the mandate of the Police Force

Members of the police force are expected to understand and know the vision and mission of the police force. This is the main guide in the formulation of other strategies and plans. To find out whether there was an understanding the respondents were asked to state the vision and mission of the police force. The responses were varied, but revolved mainly around the following areas:

- i. Service to all (52.3%)
- ii. To provide adequate security and make Kenya a heaven of peace (23.5%)
- iii. To maintain Law and order and eradicate crime (35.4%)
- iv. Uplift the image of police by serving society, Ensure law & order and build relationship with the public and safeguard property. (50.2%)
- v. To serve citizens without favor or discrimination (23.6%)
- vi. To make Kenya safe for citizens and investors (10.5%)
- vii. To be efficient and people friendly (46.7%)
- viii. Attain excellence in crime prevention detection and investigation (35.8%)
- ix. A force, which is people friendly (20.6%)

To further evaluate the levels of understanding of the respondents on the police mandate, they were asked to list the strategic objectives. The following responses were obtained:-

- i. Motivation of officers through better pay (23.2%)
- ii. Provide quality of Service (45.3%)
- iii. Control crime (88.9%)
- iv. Develop a working relationship with the public (53.4%)
- v. Changing the image of the police force (44.3%)

- vi. Training and seminars (36.5%)
- vii. Better housing (24%)
- viii. Educate public about the law (37%)
- ix. Fight corruption (2%)

As shown by the findings above, control of crime and development of a working relationship with the public were identified as the key issues in the departmental strategic objectives. It is however evident that the officers had not internalized the vision and mission of the police as contained in the strategic plan.

### 4.3.3 Suitability of the strategic plan in realizing the Police Force objectives

The respondents were asked whether they believe the police strategic plan will assist the department achieve its objectives 56.8% indicated they will, 11.7% were not sure, 9.9% had no idea. Those who indicated that the plan would assist the department gave the following reasons to support their answer:

- i. The plan did not conflict with international policing rules (39.3%)
- ii. Only if they are given resources (15%)
- iii. Only with proper community policing (41.6%)
- iv. If properly implemented and supported by the government (1.8%)
- v. Everyone will be a police (23%)

Those respondents who had no idea owed it to not being well informed or not having studied the plan well.

### 4.3.4 Understanding of Community Policing Concept:

Community policing appeared to be well understood by majority of police officers. Only 1 of the 111 respondents had not heard of the concept. In regard to whether it could help in reducing crime, 89.2% of the respondents indicated that if communities collaborated with the police in crime management crime level would decline. The reasons given include; There will be trust between the community and the public and since the criminals live with the community they will provide information on their

hideouts and plans. 4.5% did not agree with the idea for the reason; that the public still fear the police and hence they may not give information.

## 4.5 Strategy Implementation

### 4.5.1 Factors that would affect implementation

For any strategic plan to be implemented there are several factors to be considered. These factors may have positive or negative effects on the implementation process. The respondents were asked to indicate the extent to which certain factors would affect the implementation process of the plan. This was on a point of scale where 1 represents “no effect at all”, 2 represents “little effect”, 3 represents “medium”, 4 represents “great extent” and 5 represents “a very great extent”. Table 4-8 represents the factors and the mean ratings of their perceived levels of effect.

**Table 4-8: Factors that would affect implementation mean ratings**

<b>FACTORS</b>					
Strategies	Equipment	Attitude of officers	Command and management	Rigid police operation procedures and lack of an appropriate legal framework	Adequate financial and human resources
Establishing a national policy on policing	3.3	4.1	3.9	3.3	5
Promote community policing	2.7	4.2	3.4	3.3	4
Promote collaborative partnership between the communities, local authorities and the police service	2.8	4.1	3.5	4.1	3
Enhance intelligence led policing systems	3.4	4.1	3.6	4	4
Enhance efficiency in bringing offenders to justice especially in areas of crime against person and property	4.1	4.1	3.6	4.1	4



Enhance police visibility and responsiveness	4.4	3.9	3.6	4	4
Control cross border crime and banditry	4	3.9	3.7	3.9	4
Train all police officers on attitude and culture change	3.6	3.8	3.3	3.3	4
Reduce overall police to population ratio from 1:811 to 1:650	3.6	3.3	3	3.1	4

From Table 4-8, the following key findings were made:

Adequate financial and human resources was a key factor in establishing a national policy on policing

Promotion of community policing policy greatly relied on the attitude of the officers

- i. To promote collaborative partnership between the communities, local authorities and the police service; attitude of officers, rigid police operation procedures and lack of appropriate legal framework should be considered.
- ii. Attitude of officers is a key factor in enhancing intelligence led policing systems
- iii. All factor seem to have an effect on enhancing efficiency in bringing offenders to justice especially in areas of crime against person and property
- iv. Police visibility and responsiveness relies on equipment
- v. Control of cross border crime and banditry is affected by all factors
- vi. Training of police officers on attitude and culture change, and reduction of police to population requires adequate financial and human resources.

#### 4.5.2 Placement of the community Policing

The Kenya Police has many units. The respondents were asked which unit they would like the community policing to be in place and to give reasons for their answers. Table 4-9 gives a summary of the responses. The percentages were in terms of how many times a unit was recommended by the respondents plus the reasons given:

**Table 4-9: Preferred Units of Placement**

UNIT	Percentage Recommendations	Reasons
All units	30.3%	Each unit was designed to deal with a particular crime and the objective of the police force is one
General Duties	39.3%	They interact with the community so are better placed for implementation
Criminal Investigation Department	18%	The staff are not uniformed so can interact with public easily
Divisional Headquarters	11.2%	To have divisional commands
At the Provinces	4.5%	No reasons
General Service Unit	2.2%	No reasons
Did not indicate	24.7%	

From Table 4-9 a large percentage of the police officers would prefer Community Policing to be placed under the general duties section

### 4.5.3 Resources for Community Policing

For community policing to be implemented there was a need for financial resources and equipment to be provided. 34.2% of the respondents indicated that their stations and units have received resources and equipment for the implementation of community policing, 55.9% had not received.

### 4.5.4 Anticipated problems in implementing Community Policing

The respondents anticipated the following problems in the implementation of community policing. Lack of funds (88.2%), the ratio of police to public was small(35%), lack of transport and communication equipment(65.9%), most people are not aware of community policing leading to lack of cooperation from the public for fear of betrayal by the police (73.5%), some criminals may take over police activities in the name of community policing.(1.8%)

#### **4.5.5 Anticipated conflict between Community policing and Police standing order**

Operations of the police were usually guided by the Force Standing Orders. There is “fear” that community policing may be in conflict with the force standing orders. 38.1% of the respondents agreed with that claim while 61.9% disagreed. Those who agreed with the position indicate that the following changes needed to be made on the Force Standing Orders or other standard operational procedures in order to accommodate community policing;

- Police officers should be allowed to interact with the public freely
- Members of public should be made aware of police duties, functions and mandates.
- The gap between junior members and senior members of the police force to be reduced

#### **4.5.6 The Suitability of the Present Force Command Structure for the implementation of community policing**

The respondents were asked if the current command structure of the police force is suitable for community policing. 63.1% agreed to it with the following reasons:-

- It was suitable because of police interactions with the community but requires further police education on community policing
- The management of the police force was now decentralized

29.7% disagreed giving the following reasons:-

- The officers needed to freely interact more frequently with the public
- The command of the police had not changed since colonial times and is not well established for a concept like community policing

#### **4.5.7 A Community policing unit?**

Recent developments within the police departments has seen establishment of new specialized units. The respondents were asked whether it was necessary to create a

community policing unit. 65.7% of the respondents indicated that it was indeed necessary with the following reasons:-

- i. For positive interaction with the community and police accountability
- ii. For easy dissemination of information to enhance rapid response
- iii. One officer had piloted it in his area of operation and it was successful
- iv. To deal with specific cases

15.3% indicated it was not necessary to create a unit for the following reasons:-

- i. It should be a collective responsibility of the entire police force and not specific units
- ii. The subject should be included in the teaching curriculum for all police training institutions
- iii. Officers of all ranks should be involved for community policing to succeed
- iv. Members of the public may not see it as a police unit

#### **4.5.8 Readiness to implement Community policing**

Before community policing is implemented, the members of the Kenya Police require requisite training and resources. Asked whether they were ready in terms of training and resources for the implementation of the community policing strategy, 23.3% indicated they were ready, 56.8% indicated they were not, 9% have no idea and 10.9% did not respond.

Further 93.7% of the respondents support community policing. The rest did not indicate.

## CHAPTER FIVE

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Summary

The main objective of the study was to determine how the Kenya Police intends to implement the strategic plan for community policing. The questionnaires were distributed to the police from both rural and urban police stations. The questionnaires had both structured and unstructured questions. The data was analysed by use of descriptive statistics. The conclusions based on the research question and their managerial implications are discussed here under.

- i. Majority of police officers are satisfied with their jobs and their current duty stations.
- ii. Lack of modern equipment to deal with sophistication of crime is a key issue in the decline of police performance and therefore it should be looked at. Community support has also been mentioned as a major contributor to the decline in police performance.
- iii. Involvement of members of public in crime detection and prevention will help combat crime in the country
- iv. Not all police officers were involved in the formulation of the Police Strategic plan
- v. Community policing concept is well understood by a majority of police officers
- vi. Most officers prefer community policing to be placed under the general duties section
- vii. There is need for financial resources, modern equipment and training for implementation of community policing
- viii. The current command structure of the police may not be well established for a concept like community policing

## 5.2 Conclusions

The overall perception of police officers on community policing was 93.7% and they support of the implementation of the plan. However, there are certain factors that need to be considered for the success of community policing.

### *Study implications and recommendations:*

#### **1. Education on Community Policing**

There is need to educate the public on community policing. This will help the public understand the benefits of the concept and their role in community policing so as to reduce possibility of unconfirmed reports with malicious intentions.

#### **2. Need for participation of the entire police in implementation of community policing**

Community policing being an initiative that will cover the entire police force, there is need to involve the entire police force particularly in monitoring and evaluation of the implementation of the strategic plan.

#### **3. Implement community policing at all units**

The impact of crime to society is the same irrespective of magnitude or nature. Community policing implementation should be placed in all units since the ultimate objective of the police force is one irrespective of the unit. There is however need to develop an appropriate institutional framework to facilitate effective implementation.

#### **4. Need to create public awareness on the rule of law**

An understanding of the law by the general public is important for their appreciation and respect of police work. It was the feeling of police officers that the general public is not well conversant with the laws of this country. This may be true considering that law is in general not taught in Kenya's education system with the exception of those pursuing law as a profession or those pursuing business related programmes. For community policing to be effectively

implemented members of the public need to identify lawbreakers and inform the police, this is only possible if they understand the law.

There is therefore need to create public awareness on the rule of law. This can be done through public media, civil society, Provincial administration, churches and schools. More importantly legal studies should be introduced in school curriculum starting from primary schools to institutions of higher learning.

##### **5. *Need for regular inservice training for police***

There have been significant changes in the Kenyan society and different types of crimes evolving everyday. These require police officers to regularly update their knowledge and skills. New areas such as community policing, customer care, public relations, computer applications and human rights are now important in police work. Members of the public are also increasingly becoming aware of their legal, constitutional and human rights. This makes traditional policing no longer tenable.

Appropriate and relevant training programmes should be developed and all serving police officers made to attend them as a matter of policy. A relevant curriculum should be introduced in the basic training for new police recruits. The basic training curriculum should also be reviewed regularly to keep it relevant to the prevailing situations.

##### **6. *Police should be motivated***

Police work generally involves many personal risks and is stressful. Police officers require to be well motivated to cope well with their work. Presently, many police officers live in very poor accommodation. It is a fact that more than one family to shares a single room. Many police houses are dilapidated and are in bad shape. For example the junior police lines in several urban areas are basically slum dwellings. Poor housing is a demoralizing factor to the police and has occasionally made them a laughing stock in the eyes of the general public and may affect their credibility and performance.

Although the demand driven nature of police officers' posting and deployment particularly makes the provision of permanent housing difficult, there is need for a concerted and deliberate effort by the Government to address this housing problem. Adequate permanent houses should be constructed in established police stations. In areas where that is not possible, decent and spacious temporary houses should be made available. Junior police officers with families should be allowed to reside outside police stations to ease congestions in police lines.

#### *Need to up grade police gadgets and communications equipment and vehicles*

### **7. Review of police standing and operation orders**

Standing orders are the police regulations that regulate police work, guide the conduct of police officers and the relationship between various cadres of officers. Complaints have been raised that the current standing orders are outdated and too rigid. There have been consistent claims by present and past police officers that very little review has been done on the standing orders since they were inherited from the colonial government.

The police force currently recruits graduates at constable and inspector level. If their resourcefulness and talents are to be tapped and utilised, the standing orders must be changed to enable them contribute directly to police betterment. Otherwise their potential risks being ignored through orders that they cannot legitimately question.

These standing orders define the relationship between senior and junior officers on strict orders which have in many occasions been used by senior officers to intimidate and demoralize junior officers. An ideal standing order should enable police officers to reasonably discuss issues with their seniors. Implementation of community policing will depend on frontline officers and unless they are able to freely communicate to their seniors, the effectiveness of the strategy may not be achieved.

#### *Build a relationship between the police and the general public*

There have been numerous complaints by the general public about the bad attitude of the police. Members of the police force also claim that the public is disrespectful and not cooperative. In order to succeed in the fight against crime the



Police standing orders should be reviewed to match the present situation and expectations of police officers. Views of junior police officer's should be taken into consideration during the review. New concepts and practices in policing can be borrowed or adopted from standing orders of modern and progressive police force in other countries.

#### **8. Need to up grade police gadgets and communications equipment and vehicles**

Working gadgets, communication equipment and vehicles are important for effective police operations. This was clearly pointed out by majority of respondents from the police force.

The current situation in the police force is a litany of old vehicles, old communication equipment and old weaponry. For example, the police standard issue gun is no match to the ones totted by criminal gangs in terms of efficiency and effectiveness. Lack of and poor equipment is worse in rural areas and towns which sometime rely on a single vehicle to service a big area. In most instances police stations have only one vehicle, and can therefore only respond to one distress call at a time.

Crime and criminals have become very sophisticated and the police need to match them if not overtake them. Criminals have sophisticated weaponry, advanced communication equipment and operate with fast modern vehicles. This has made it difficult for the police force to deal with crime as they should.

The Government must as a matter of policy upgrade the equipments, vehicles and weaponry available to police officers. Such upgrading should be done regularly to ensure that the police remain on top in terms of crime management.

#### **9. Build a relationship between the police and the general public.**

There have been numerous complaints by the general public about the bad attitude of the police. Members of the police force also claim that the public is disrespectful and not cooperative. In order to succeed in the fight against crime the

police and the public must come together respect each other and work together. There is need to develop a good relationship between the public and the police force if community policing is to succeed.

### 5.3 Limitations of the Study

1. One of the limitations of this study was that there was apprehension and the senior officers felt that in order to get their honest views, they required to be expressly cleared by the Commissioner of Police. Although this clearance was sought, it was not granted. Consequently, the analysis does not reflect the views of the top leadership in the police force since the top three police ranks targeted in this study, that is Deputy Commissioners of Police, Senior Assistant Commissioners of Police, and Assistant commissioners of Police declined to respond to the questionnaire.
1. In answering the questionnaires, some members of the police force from the lower ranks may have feared victimization and hence they may have not written their actual views and perceptions and this could greatly affect the results of the analysis.
2. Community policing presumes collaboration between the police and the public. The success of this strategy therefore depends on the commitment from both parties. Data collection for this study confined itself to police officers only.
3. The development of crime in each region of Kenya is the consequence of the interplay of several factors which are unique to that region. For instance, the traditional cultural practices, rate of economic development, level of education and so on will have a bearing on the nature and trends in crime for a particular region. Data collection in this study did not focus on the regional differences and hence the different experiences may not reflect in the findings.

## 5.4 Recommendations for Further Research

### 1. *Public View on community policing*

For community policing to succeed the input from the public is fundamental. This research is only based on the police force. There is need for further research on the perception of the public on community policing.

### 2. *Recruitment and training criteria;*

The recruitment of police force should go beyond physical and academic requirement. There is need for psychoanalysis and personality evaluation. Some of the cases handled by members of the police force require a police officer who is psychologically trained and prepared. There is urgent need to carry out further research on recruitment, training and deployment of police officers in a changing environment in order to develop sufficient and effective capacity in readiness for emerging challenges in crime management..

## 5.5 Implications on policy and practice

Some of the recommendations in the research may require adjustments and a review of the existing policing policies and practice.

### 1. *Mainstreaming community policing in the Force Standing Orders*

In order to uniformly implement community policing and guide the officers in the stations who interact with members of the public on a daily basis, it is necessary to introduce a complete chapter in the force standing orders.

## **2. *Training in Community Policing***

In service training of members of the police force will require an increment in budgetary allocation in order to meet the costs. The current curriculum has to be changed to embrace the concept of community policing.

## **3. *Housing***

It is a policy that the junior police officers must reside at the police station. Community policing will require the police officers to live with the public and this will go against the current practice. Given that the current police houses are dilapidated and need to be re built the financial outlay could be massive.

## **4. *Remuneration***

There is need to motivate the police officers in terms of better remuneration and this may not fit in the current budgetary allocation

## **5. *Equipment***

In order to fight crime there is need to purchase modern equipment. This includes computers and training in Information and Communication Technology. This in effect will require adjustments in budgetary allocation.

## **6. *Civic Education***

There is need for public awareness on community policing and rule of law. This is necessary for the public to appreciate and have confidence in police. In effect some budgetary allocation which may not have been there before.

## **7. *Introduction of Community Policing to all units***

All units of the police force need to embrace community policing. This will mean creation of special section in each department to deal with community policing. This in effect means that any section of a police formation should be able to tackle any form of crime and to facilitate public/police collaboration which is a fundamental factor in community policing.

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I will therefore be grateful if you could allow me to ask you some questions. I wish to assure you that the responses I will receive from you be classified as strictly confidential. The information in this questionnaire will also be treated with confidentiality and at no instance will your name be mentioned in this research. In addition, the information will not be used for any other purpose other than for academic research.

Your assistance in facilitating the same will be highly appreciated. A copy of this research paper will be available to you upon request.

Thank you in advance

Yours Sincerely

J.M WAMBUGU  
MBA student  
University of Nairobi  
Reg. No. D&L/P/7739/01



## Appendices

### SECTION A: PERSONAL INFORMATION

#### Appendix I: PROPOSED QUESTIONNAIRE COVERING LETTER

My name is J.M WAMBUGU, an MBA student at University of Nairobi. In partial fulfillment of the requirement of the Master of Business Administration, I am required to present a research project. In this regard, I will be conducting a study on "Strategizing for community policing by the Kenya Police.

3) 5-9 years

I will therefore be grateful if you could allow me to ask you some questions. I wish to assure you that the responses I will receive from you be classified as strictly confidential. The information in this questionnaire will also be treated with confidentiality and at no instance will your name be mentioned in this research. In addition, the information will not be used for any other purpose other than for academic research.

4. Give reasons for your answers above

Your assistance in facilitating the same will be highly appreciated. A copy of this research paper will be available to you upon request.

Thank you in advance.

Yours Sincerely

2) No

J.M WAMBUGU

MBA student

University of Nairobi

Reg. No. D61/P/7739/01

2) No

## APPENDIX II: PROPOSED QUESTIONNAIRE

### SECTION A: PERSONAL INFORMATION

1. Name of the officer (optional) \_\_\_\_\_

2. What is your rank in the police force? \_\_\_\_\_

3. How long have you been in the police force?

1) Less than 1 year

2) 1-4 years

3) 5-9 years

4) 10-15 years

5) Above 15 years

4. Are you satisfied with your job?

(a) very satisfied

(b) moderately satisfied

(c) very dissatisfied

5. Give reasons for your answers above.

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6. Have you ever been a victim of crime?

1) Yes

2) No

7. Do you agree that there has been a decline in performance of the police force in the past ten (10) years?

1) Yes

2) No

8. In your own opinion, do you think that the work of the police be improved?

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9. If yes above, please indicate in order of importance (1-5) which of the following you think is the cause of declining performance of the police force in Kenya?

- 1) Lack of motivation and poor remuneration.
- 2) Sophistication of crime and lack of equipment.
- 3) Lack of support from superiors.
- 4) Lack of community support in fight against crime.
- 5) Rigid operational procedures and processes.

10. If you were given the option to choose your deployment, in which section/unit of the police force would you wish to work and why?

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11. Do you encounter problems in the course of your work in the police force?

- 1) Yes       2) No

12. If yes, please state three most prevalent problems that you encounter.

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13. From your previous experience in field patrol, do you think the involvement of the members of the public in crime prevention and detection will help in any way in combating crime in the country?

	Very large extent	Large extent	Moderate extent	Low extent	Least of extent
1) Yes <input type="checkbox"/>					
2) No <input type="checkbox"/>					

14. Please explain your answer in no. 13 above.

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### SECTION B: STRATEGY FORMULATION

1. (a) Did you or officers of your rank participate in the formulation of the Police Strategic Plan.

1) Yes  2) No

2. (a) If yes, what do you think of it?

(A)  It is too ambitious

(B)  It is generally good

(C)  It is not so good

(D)  It is not good at all

(b) If no, state why \_\_\_\_\_

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3. Please indicate by ticking on the appropriate box below, the level of your participation in the strategic plan development on the table below.

**Table 1: Stages in strategy formulation**

Factors	Very large Extent	Large extent	Moderate extent	Less extent	Least of extent
Idea generation					
Environmental scan					
Strategy formulation					
Strategy Implementation					
Monitoring and evaluation					

4. Are there any issues in the Police Strategic Plan which you do not agree with.

If so list five of them

- (i) \_\_\_\_\_
- (ii) \_\_\_\_\_
- (iii) \_\_\_\_\_
- (iv) \_\_\_\_\_
- (v) \_\_\_\_\_

5. The operations of the police are usually coded in force standing orders and service operations instructions. Do you think that the implementation of the Police Strategic Plan be in conflict with either of them, or any other official procedure?

1. Yes                       2. No.

6. In the space below please write the vision and mission of the Police.

\_\_\_\_\_

\_\_\_\_\_

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7. Please state what you consider the department' strategic objectives.

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_

8. (a) Do you think the strategies outlined in the police strategic plan will assist the department achieve its objectives

- Yes they will
- I am not sure
- Never
- I have no idea

(b) In the space below, please give reasons for your answer above

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PART C - STRATEGY IMPLEMENTATION

1. On a 5 point scale where 1 represents "no effect at all", 2 represents "little effect", 3 represents "medium", 4 represents "great extent" and 5 represents "a very great extent" please indicate on the matrix below the extent to which the factors listed would affect the implementation of the following: **Key**

9. Have you ever heard of community policing?

1. Yes  2. No

10. (a) Do you think if communities collaborated with the police in crime management crime levels will decline?

1. Yes  2. No

(b) Please give reasons for your answer above.

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## PART C – STRATEGY IMPLEMENTATION

1. On a 5 point scale where 1 represents “no effect at all”, 2 represents “little effect”, 3 represents “medium”, 4 represents “great extent” and 5 represents “a very great extent” please indicate on the matrix below the extent to which the factors listed would affect the implementation of the following key strategies in the Police Strategic Plan

FACTORS					
Strategies	Equipments	Attitude of officers	Command and management structure	Rigid police operation procedures and lack of an appropriate legal framework	Adequate financial and human Resources
Establish a National Policy on Policing					
Promote Community Policing					
Promote collaborative partnerships between the communities, local authorities and the police service					
Enhance intelligence led policing systems					
Enhance efficiency in bringing offenders to justice especially in areas of crime against person and property					
Enhance police visibility and responsiveness					
Control cross border crime and banditry					
Train all the police officers on attitude and culture change					
Reduce overall police to population ratio from 1:811 to 1:650					



2. Under which unit/formation of the Kenya Police should the implementation of community policing be placed and why? \_\_\_\_\_  
\_\_\_\_\_

3. Have additional financial resources and equipment been provided to your command facilitate the implementation of community policing.

1. Yes

2. No

4. Please outline the problems, if any, you anticipate in the implementation of community policing. \_\_\_\_\_  
\_\_\_\_\_

5. (a) Will the implementation of community policing be in conflict with the Force Standing Orders?

1. Yes

2. No

(b) If yes, please list in order of priority three key changes that must be made to the force standing orders or other official operational procedures in order to accommodate community policing.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

6. (a) Do you think the current management and command structure of the police force is suitable for community policing

1. Yes

2. No

11. (b) In a short paragraph please state the reason for your answer above for implementing the community policing strategy?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. (a) Recent developments in the department have seen the establishment of new specialized units. Do you think the creation of a community policing unit "is desirable?"

1. Yes  2. No

(b) State why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8. What do you think would be the effect of implementing community policing strategy on other police operations and activities?

- 1) very severe
- 2) severe
- 3) little impact
- 4) manageable

9. Will "standard issue" equipment and stores be sufficient to implement community policing?

\_\_\_\_\_  
\_\_\_\_\_

10. Have additional resources (including funds) been availed to your command for the implementation of community policing?

1. Yes  2. No

11. Do the members of Kenya Police have adequate training and resources for implementing the community policing strategy?

1) Yes

2) No

3) I have No idea

12. Do you support community policing?

1. Yes

2. No

**THANK YOU VERY MUCH FOR YOUR CO-OPERATION**

## Appendix III: Crime figures for the year 1994 up to December 2003

**Table A. 2: Crime figures for the year 1994 to December 2003.**

OFFENCE	1994	1996	1996	1997	1998	1999	2000	2001	2002	2003
Murder	1,280	1,170	1,167	1,642	1,637	1,625	1,807	1,688	1,661	1,395
Manslaughter	9	10	16	14	5	16	18	8	3	5
Rape	1,143	1,120	1,224	1,050	1,329	1,465	1,675	1,987	2005	2,308
Assault	10,676	10,825	11,388	10,288	10,847	11,7891	13,035	12,611	12,689	13,401
Offence a/person	2,455	2,117	2,213	2,601	2,920	3,173	3,573	3,020	3006	3,516
Robbery	6,349	5,686	5,904	7,465	8,303	8,612	8,923	9,180	8,804	8,711
Breaking	14,732	11,064	11,204	12,619	11,382	9,940	10,712	10,363	8,338	9,037
Theft of Stock	3,029	2,428	2,514	2,630	2,333	2,278	2,906	2,327	2,087	2,291
Stealing	14,606	10,329	1,038	10,462	9,899	9,591	10,129	8,919	8,340	803
Theft of m/vehicle	1,581	1,291	9,994	989	1,081	1,004	896	960	1,043	708
Theft of m/v parts	1,728	1,270	1,123	1,062	934	770	748	753	587	399
Theft from m/vehicles	1,159	794	724	634	624	526	569	558	420	623
Theft of bicycles	795	574	591	682	596	652	836	565	448	2,957
Theft by servant	4,650	3,676	5,284	3,641	3,230	3,075	3,221	2,757	2,371	4,742
Dangerous drugs	6,445	4,870	3,498	3,722	5,171	5,912	5,481	5,300	5,467	
Handling of stolen property	592	466	510	336	347	384	361	347	299	299
Corruption	208	281	344	148	145	43	42	23	76	50
Causing death by d/driving	358	244	316	275	304	259	346	301	298	295
Other offences against property	2,994	2,719	2,873	3,120	3,168	3,359	3,555	3,073	3,363	3,753
All other code offences	11,579	1,051	10,510	9,581	9,418	10,415	11,320	10,612	10,418	12,131
<b>Total</b>	<b>86,368</b>	<b>70,986</b>	<b>72,425</b>	<b>72,961</b>	<b>73,673</b>	<b>74,990</b>	<b>80,143</b>	<b>75,352</b>	<b>70,423</b>	<b>77,340</b>
<b>Average</b>	<b>237</b>	<b>194</b>	<b>198</b>	<b>200</b>	<b>202</b>	<b>205</b>	<b>220</b>	<b>206</b>	<b>193</b>	<b>212</b>

Source: Kenya Police

# Appendix IV: Organizational Chart of the Police

